

TIG *Brief*

THE INSPECTOR GENERAL OF THE AIR FORCE

JULY - AUGUST 2000

**A close look
at Eagle Looks**

**Exercise Evaluation Teams:
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Cover

B-1B Lancer bomber

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3 key responses to the 'interesting times' of the post-Cold War era

Master technology • Balance resources
Keep an international perspective



There is an old Chinese curse that goes something like, "May you live in interesting times." I think most would agree that recent times have indeed been interesting and that the post-Cold War decade of the 1990's has presented our Nation and our Air Force with a very challenging set of dynamics.

First, we are seeing the power of amazing technological advances. We are experiencing a technology and information revolution unlike anything seen since the industrial revolution. The tools we have today are awesome in their capability and their potential grows daily by leaps and bounds. Today, a web year lasts only several months. We also see leapfrogging applications of technology.

For the Air Force, the challenge is to harness applications of new technology for continued air dominance. We saw that vividly in the recent air campaign over Serbia and Kosovo. We have vastly improved our ability to put weapons precisely on a target with near impunity in all kinds of conditions. Moreover, we are learning to use information technology in warfare, both defensively and offensively. In both examples, our investment in new capabilities has paid big dividends, but we have barely scratched the surface.

This is not a time to stand still or to look backward. That is why fielding the F-22, as well as other "high-tech" capabilities, is so important. We need to stay on the cutting edge at a time when an opponent can quickly gain an advantage by applying the same or an even better technology than we have.

Second, we live in a time when

having an international perspective is crucial. The Cold War ended more than 10 years ago and, ever since, we have seen some of the most vicious regional conflicts in years. It started with the Gulf War, then Bosnia and, more recently, Kosovo. We have seen unbelievable carnage and famine in Africa. Then we saw East Timor in tatters and, now, we see tension between China and Taiwan, and uncertainty between North and South Korea. How many of you ever heard 10 years ago of places like Chechnya, Tashkent, Baku, Pristina, Banja Luka and Dili?

This uncertainty and instability in the world that has existed over the past 10 years is likely to continue for the foreseeable future. That should strike home to us in the military because, when diplomacy and economic sanctions fail, and we have a compelling national or moral interest in helping to resolve a conflict, our nation has and will continue to call upon its military to do the job. And, as they have done throughout our Nation's history, the sons and daughters of our Nation will respond magnificently to the challenge. In the words of President Franklin D. Roosevelt, "Those who have long enjoyed such privileges as we enjoy, forget in time, that men have died to win them."

For the Air Force, the challenge is to effectively manage the resulting high operations tempo through the expeditionary aerospace force concept. Many Air Force people will surely be called upon in the years ahead to step into harm's way somewhere in this unstable world. In many cases, they

will stand side by side with allies in very politically sensitive situations. We have seen it numerous times already throughout the previous decade and it has stretched our military a great deal. The point is we need to understand what is happening in the hot spots around our globe because we may be visiting them one of these days.

Finally, despite the huge challenges associated with the above realities, we will continue to live in an environment of limited defense resources. There simply won't be sufficient resources to do everything we think we need to do, when we need to do it. The challenge for the Air Force is to optimize the balance among people, readiness and modernization. Articulating and prioritizing our needs will undoubtedly be a great challenge.

So, a bright Air Force future depends on mastering the technological revolution to sustain our advantage, having an international perspective in a shrinking world, and carefully prioritizing and balancing the precious limited resources we have to meet people, readiness and modernization needs.

The inspector general system, which is charged with gauging Air Force readiness, efficiency, and resolving people problems, has a crucial role to play in the equation. We owe it to future generations to do that right!

Nicholas B. Kehoe
NICHOLAS B. KEHOE
Lieutenant General, USAF
The Inspector General

The Installation Inspector General



Col. David D. Kirtley
Deputy Director, Inquiries
SAF/IGQ

From the inception of the Air Force as a separate service and the Air National Guard, the question of how to handle complaints and assistance to ANG members has been difficult to answer. The solution is in the making and lies within the establishment of the Installation Inspectors General Program by the Air Force.

Prior to 1995, Air Force regulations required that vice commanders of wings/units would also serve also as the inspectors general to resolve problems and complaints. Unit inspections, ORIs, etc., were still conducted by the respective major commands.

In April 1995, a Defense Advisory Board report was critical of Air Force policy of "dual-hatting" the wing/unit vice commander as the IG. The board concluded that assigning both roles to a single official raised con-

flict of interest and independence concerns which affected the IG system's credibility.

Shortly thereafter a CORONA TOP decision was made to separate IG functions at the wing/installation level. The MAJCOM readiness inspections were not affected by this decision. At that time, the ANG did not comply with these changes and in many cases continued to use the wing vice commander as the inspector general.

The National Guard Bureau Inspector General (NGB-IG), located at the Pentagon, has long utilized an inspector general system within the states, which is maintained and largely manned by the active Army. In 1986, two or three ANG officers were assigned to NGB-IG to handle complaints by ANG members and conduct investigations as assigned.

State IGs assigned to



state headquarters were exclusively active-duty Army O-5s or O-6s. Regulations required that these officers conduct investigations according to Army Regulation (AR) 20-1. This presented a problem for the ANG since Air Force regulations and instructions differ in many areas. The most outstanding example of these differences is that under AR 20-1, command may not use Army IG investigations as a basis for disciplinary action. A separate, complete investigation, referred to as an AR 15-6, must be conducted. Air Force IG investigations may be used to take appropriate action.

In 1998, following serious backlogs in ANG investigations, an agreement was reached between

ral and the Air National Guard

the Air Force and the NGB which transferred the ANG personnel assigned to NGB-IG to SAF/IG. Then-Air Force inspector general, Lt. Gen. Richard Swope, had decreed there was "One Air Force, One IG."

To ensure a closer relationship with the ANG units, a further agreement was forged which established wing IGs for each of the 88 ANG flying wings across the country. SAF/IGQ was designated as the MAJCOM for the ANG in the handling of complaints.

In July 1999, a wing IG position was added to each ANG flying wing's unit manning document. This position was established under the wing commander as an O-5 traditional (drill status) person.

Because of the unique status and structure of the National Guard, these new positions do not detract from the state IG system already in place.

The state IG works for The Adjutant General (TAG), who can be either Army or Air Force. TAG is commander of both Army

and Air Force National Guard members and, therefore, must be kept apprised of problems and issues concerning members of both components.

Complaints received at the SAF/IGQ level are forwarded to the state IG for

the Installation Inspector General Basic Course presented by SAF/IG. Their duties require them to provide assistance or referral, as appropriate, to unit members.

As IGs they perform complaints analysis and

preliminary investigations at their units. Working in conjunction with the state IG, they provide assistance to appointed investigating officers for formal investigations.

These new wing IGs provide an independent, local point of contact for ANG members to receive assistance for their concerns and complaints. Now there is someone wearing the same uniform and going by the same instructions for unit members.

A wing IG position was added to each of the 88 ANG flying wings last year. The result is a closer relationship between the Air Force and the National Guard Bureau.

appropriate action. There is close cooperation between the state IG and the new wing IG for the ANG.

The ANG wing IGs perform the same duties as active-duty installation IGs. They are required to attend

ANG members, just as active-duty Air Force members, are entitled to lodge complaints of what they believe to be matters of fraud, waste and abuse, or abuse of authority to IGs at any level. ♦



FRAUD IN THE AIR FORCE

Maj. Steve Murray AFOSI/PA DSN 857-0989

Result: The contractor agreed to a global settlement of \$35 million, of which \$3.8 million was returned directly to the Air Force.

False Claims

Subject: An Air Force contractor

Synopsis: The contractor used unapproved fasteners and coatings to affix the exterior surface of a dormitory under construction. The contractor filed for bankruptcy prior to completion of the contract. The majority of the exterior surface had to be removed and reapplied properly.

Result: The bonding company that had ensured the contractor would complete the work was required to pay \$257,338 to complete the project.

False Claims

Subjects: Two employees of a Department of Defense subcontractor

Synopsis: A husband and wife were both employed by a Department of Defense subcontractor on a software maintenance contract. For more than one year, the employees falsified their time cards. The falsified time cards were then submitted to the prime contractor, who in turn charged the U.S. Government for the labor hours.

Result: Both employees were fired by the subcontractor and the subcontractor reimbursed the U.S. Government more than \$52,500 for the inflated charges.

False Statements

Subject: A Department of Defense contractor

Synopsis: A Department of Defense contractor knowingly provided inaccurate testing cost data during settlement negotiations with the Department of Justice for a previous investigation involving testing costs for an identification friend or foe procurement program. Had accurate data been provided during the settlement negotiations, a higher government loss would have been identified and, ultimately, a higher settlement to the U.S. Treasury. The contractor settled the case prior to trial.

Result: The contractor paid \$2.43 million to the United States.

False Claims

Subject: An Air Force environmental support contractor

Synopsis: The contractor improperly billed costs associated with their corporate headquarters. These charges involved numerous contracts with various Department of Defense, Department of Energy, Environmental Protection Agency, and National Air and Space Agency contracts awarded over a 10-year period. In 1981, the contractor sold their headquarters building to an unaffiliated group of investors and then leased it back at a cost greater than it would have been to purchase the building. The U.S. Government ultimately paid for these excess costs.

The Air Force Office of Special Investigations investigates all types of fraud perpetrated against the government. Through our fraud investigations program, we help ensure the integrity of the Air Force acquisition process. These investigations typically involve contractor misrepresentation during the process of procuring major Air Force weapon systems. Our focus is to maintain an effective fighting force by deterring contractors from providing

substandard products and services, and to recover government funds obtained fraudulently. We also make significant contributions to flight safety and help protect critical Air Force resources. Other types of fraud we investigate involve military and civilian members who have been caught cheating the Air Force. Mutual command and OSI support, coupled with teamwork, is essential for successful prevention, detection and neutralization of fraud.

Recent Audits

Mr. Ray Jordan AFAA/DOO

Vehicle Management

During a Vehicle Management audit at an Air Force Materiel Command installation, auditors found Air Force personnel needed to improve management control procedures.

The review found that the total number of vehicles assigned largely agreed with the number authorized. However, some vehicle types exceeded authorizations, and unfilled authorizations in other vehicle groups appeared unneeded to accomplish the mission.

Further, the support contractor had neither analyzed vehicle utilization nor established a vehicle rotation program. As a result, the underutilized vehicles had not been removed from the fleet or made available to satisfy other Air Force requirements.

Auditors also pointed out the potential to recoup approximately \$10,200 per year of federal taxes on fuel consumed by vehicles used solely on the installation.

Additionally, personnel incurred unnecessary lease costs for fuel and did not receive the

maximum reimbursement allowable for General Services Administration car washes.

Management's corrective actions should help ensure the right number of vehicles are provided to meet mission requirements at the least cost to the Air Force. *Report of Audit DE000011*

Combat Arms Control

Management proactively corrected several problems identified during this audit.

For instance, auditors found that eight small arms stored in the combat arms section (CAS) for maintenance were not controlled with proper hand receipts. Further, personnel did not separate weapons stored temporarily from weapons used by the CAS.

Adequate controls are necessary to provide reasonable assurance against the loss or theft of small arms.

The auditors also found that CAS personnel did not properly account for munitions expenditures. During the audit, management corrected these problems and developed an operating instruction

detailing the new procedures. No recommendations were necessary in the audit report because of these prompt corrective actions. *ROA WN000030*

Network Certification

A recent audit of computer system network certification and accreditation disclosed that management needed to improve its security policy for assessing the computer system's classified network.

For example, communications personnel grouped intelligence systems together rather than identify individual systems connected to the classified network.

As a result, auditors identified nine systems connected to the classified network that were not certified and accredited. Consequently, neither the Information Assurance Office nor squadron personnel could accurately assess the security of the classified network because they did not consider the vulnerabilities of the unidentified systems.

During the audit, Information Assurance Office personnel took corrective action to identify individual systems needing certification and accreditation, and to further redevelop their systems security policy. *ROA ER000016*

The Air Force Audit Agency provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness and efficiency of installation-level operations. Air Force officials may request copies of these reports or a list of recent

reports by contacting Mr. Ray Jordan at DSN 426-8013; e-mailing to reports@pentagon.af.mil; writing to HQ AFAA/DOO, 1125 Air Force Pentagon, Washington DC 20330-1125; or accessing the AFAA home page at www.afaa.hq.af.mil.

History Brief

On this day ...

... in July

July 27, 1909: Orville Wright, with Lt. Frank P. Lahm as passenger, makes the first official test flight of the Army's first airplane at Fort Myer, Va.

July 1, 1946: In Memphis, the first postwar Air Reserve flight takes place.

July 1, 1949: The Air Force becomes the first service to announce an end to racial segregation.

July 11, 1955: The first class (306 cadets) is sworn in at the Air Force Academy's temporary location at Lowry AFB, Colo.

July 16, 1971: Jeanne M. Holm becomes the first female general officer in the Air Force.

July 23, 1994: Retired Lt. Gen. Benjamin Davis Jr., the first African-American Air Force general and founder of the Tuskegee Airmen, is inducted into the National Aviation Hall of Fame in Dayton, Ohio.

... in August

Aug. 2, 1909: The Army accepts its first airplane from the Wright Brothers for \$25,000, plus a \$5,000 bonus because the airplane exceeds the speed requirement of 40 mph.

Aug. 21, 1910: Army Lt. Jacob Fickel fires a .30-caliber Springfield rifle at the ground while flying as a passenger in a Curtiss biplane over Sheepshead Bay Track near New York City. This is the first time a military firearm has been discharged from an airplane.

Aug. 28, 1944: Eighth Air Force's

78th Fighter Group claims the destruction of a German Me-262 Swallow, the first operational jet.

Aug. 6, 1945: "Little Boy," a uranium atomic bomb, is dropped on Hiroshima from the B-29 Superfortress *Enola Gay*, commanded by Col. Paul W. Tibbets Jr.

Aug. 9, 1945: "Fat Man," a plutonium atomic bomb, is dropped on Nagasaki from the B-29 *Bockscar*, commanded by Maj. Charles W. Sweeney.



The Air Force Inspectors Course

In this course, the Air Force Inspection Agency provides newly-assigned major command inspectors basic inspection theory, tools and methods to accurately assess a unit's readiness, effectiveness and efficiency.

Scott AFB, Ill.
Wright-Patterson AFB, Ohio
Ramstein AB, Germany
San Antonio (HQ AETC)
Peterson AFB, Colo.
Hickam AFB, Hawaii
Hurlburt Field, Fla.
Kelly AFB, Texas

July 17 - 18
July 20 - 21
Aug. 1 - 2
Aug. 8 - 9 and 10 - 11
Aug. 16 and 17
Aug. 23 - 24
Aug. 31 - Sept. 1
Sept. 12 - 13



For more information, contact Lt. Col. Ross Gobel, Inspector General School director, DSN 246-0605, gobelr@kafb.saia.af.mil; or Senior Master Sgt. Larry Whittle, superintendent, DSN 246-1801, whittlel@kafb.saia.af.mil. Or visit the Air Force Inspection Agency web site, <https://www-afia.saia.af.mil>, and click on the IG School link.



EAGLE LOOKS

The Air Force Inspection Agency, as the principal action arm of the SAF/IG inspection system, conducts independent management reviews of key issues, programs and processes as identified by senior Air Force leadership. These reviews are called Eagle Looks and each culminates with an extensive written report as well as an executive briefing to key major command, Air Staff and Secretariat leadership. Below are abstracts of the most recent Eagle Looks. For more information or copies of the reports, contact the Eagle Look team chief at the telephone number or e-mail address at the end of each abstract.

AF Supply Discrepancy Report Program

A team assessed ...

... the effectiveness of the Air Force Supply Discrepancy Report (SDR) program, with emphasis on policy and guidance, program management, training and resources. The Eagle Look was conducted at the request of Headquarters Air Force Office of Special Investigations, based on concerns about non-submission of SDRs.

The team found ...

... that the SDR program required additional management emphasis and oversight. The team visited 51 organizations at 41 installations, including all major commands. SDR process and procedures were in place; however, not all bases were complying with SDR program objectives. The team recommended increased Air Force SDR data collection, additional analysis of SDRs, updated guidance and annual inspection of the SDR program. Based on empirical data collected during the review, as much as \$4.5 million in base-level credits could be recovered with better shipping discrepancy reporting.

Look out for ...

... Air Force-wide data collection for use in evaluating shipping discrepancies, updates to SDR guidance in AF Manual 23-110, training tools for SDR program managers, and improved automation for SDR reporting and management.

Need a comprehensive self-inspection checklist to ensure program compliance? The SDR monitor at Luke AFB, Ariz., identified all aspects of the program, including references for joint manuals, AF manuals, major command supplements and local operating instructions. The checklist helped ensure continuity and day-to-day management of the wing's SDR program. Call Staff Sgt. Sharon Miranda, DSN 896-6044, for more information.

Want to know more?

Contact Chief Master Sgt. Carlos Casaus, team chief, casausc@kafb.saia.af.mil or DSN 246-1836.

Aircraft Maintenance Training Device Management

A team assessed ...

... the Air Force's acquisition and sustainment of aircraft maintenance training devices (MTDs) and made recommendations where warranted. The Eagle Look was conducted at the request of Headquarters Air Force Maintenance Management Division, Directorate of Maintenance, Deputy Chief of Staff, Installations and Logistics (ILMM).

The team found ...

... maintenance training being accomplished, regardless of MTD availability and concurrency, but there are negative long-term impacts.

Look out for ...

... inadequate MTD management policy and guidance.
... disorganized and fragmented MTD development organizational structures, where all key players are not consistently involved in MTD acquisition and sustainment.
... failure to facilitate, capture and share innovative efforts to reduce MTD costs, such as use of grounded aircraft and salvageable parts from aircraft mishaps. These efforts should be shared with acquisition and other training organizations.
... inadequate funding and configuration management for MTD upgrades that could lead to non-concurrent MTDs.
... frequent use of operational aircraft for maintenance training.

Problems managing your MTD program? Contact Chief Master Sgt. Timothy Jones, HQ USAF/ILMM, timothy.jones@pentagon.af.mil or DSN 225-5275.

Want to know more?

Contact Ms. Retha Sheridan, sheridar@kafb.saia.af.mil or DSN 246-1681.



EAGLE LOOK

A Closer Look

Tech. Sgt. Kelly Godbey
Assistant Editor, *TIG Brief*

DSN 246-1980 godbeyk@kafb.saia.af.mil

You may have heard the term “Eagle Look” before. You may have read something about Eagle Looks in a previous edition of *TIG Brief*. Or you may have been on the receiving end of an Eagle Look team that visited your installation. But do you actually know what an Eagle Look is?

An Eagle Look is a management review aimed at ensuring Air Force-wide programs function as effectively and efficiently as advertised. These reviews, conducted by the Air Force Inspection Agency (AFIA) can focus on a wide range of areas in operations, logistics, support, acquisition and medical operations.

The review culminates in a written report and executive briefing that provide Air Force senior

leaders with findings and recommendations for improvements to their programs.

So, what does an Eagle Look mean to you — the commanders and troops in the field — when an AFIA Eagle Look team visits your installation or organization?

An Eagle Look is an opportunity for you to provide data, records and information to the AFIA team whose sole purpose for being there is to improve an Air Force process or program.

Also, it is your chance to showcase any process improvements you and your people have developed locally that may be highlighted in the final report as a “best practice” so other AF organizations can benefit from your innovations. It’s a real opportunity for you to make a difference in your area of expertise!

Where do EL topics come from?

Eagle Look topics can come from throughout the Air Force. Twice a year, The Inspector General (TIG) solicits possible EL topics from Air Force senior leadership across the Secretariat, Air Staff and major commands. This past spring, AFIA received more than 75 suggested topics from throughout the entire Air Force.

Unfortunately, resource constraints do not allow for this extensive level of effort, so topics are prioritized based on breadth of potential impact, time sensitivity and mission improvement — most bang for the buck.

Once approved, topics are assigned to an AFIA team usually consisting of four to seven inspectors who are specially trained field grade officers and senior NCOs,

representing most specialties in the Air Force.

How is an Eagle Look conducted?

Once a team is formed, the planning process begins. An AFIA team spends several weeks researching the subject area and developing a plan to effectively assess the topic at hand. In addition to reviewing all applicable Air Force instructions relating to the topic, the team also reviews laws, manuals, checklists, policy documents and other guidance material. The team also reviews any previous management reviews or audits that have been accomplished on the topic. Also, they consult with functional experts and the process owners to ensure a thorough review of the topic is accomplished.

An Eagle Look is a fact-based management review; therefore, the next step is to collect all relevant data. Data collection is accomplished through several means: on-site visits and personal interviews, mailed questionnaires and video teleconferences. Eagle Look teams typically visit 20-30 installations to collect information and review the process hands-on. In addition to choosing locations to be visited based on the Total Force, the teams consider other criteria, such as an installation's size, location (stateside or overseas) and major command.

Data is also collected through mailed questionnaires. To ensure a more comprehensive review, an Eagle Look team may use questionnaires to collect information from places and units they are not able to visit.

All information gathered is without attribution and will be used only as part of a "big picture" evaluation of the topic. For instance, the report will say "40 percent of installations visited

found ..." or "90 percent of units surveyed found ..." rather than specifying a specific unit or installation. The bottom line is to gather the ungarbled truth to provide the process owner a true picture of their program's status.

The Report

After data has been collected and analyzed, report writing begins. Mountains of data are analyzed and reviewed, hundreds of questionnaires are fed into databases and the results begin to take shape. The goal: Identify the root cause of any problems — the *why* — so the disease is treated and not the symptoms.

The report also contains recommendations for improvement and identifies best practices. While it's up to the process owner to follow through on the recommendations AFIA remains engaged with the process owner through the follow-up phase to help in solving the problem. Reports and briefings are worthless if follow up actions aren't taken to fix the problems!

Results

Recent Eagle Looks have focused on a variety of areas including war reserve materiel storage, enlisted contracting training, supply discrepancy reporting, acquisition reform, Tricare satisfaction and the air show/open house program. Impacts of recent reviews include changes to policy and guidance at the Air Staff and MAJ-

COM levels, increased and more effective oversight, additional education and training opportunities and increased efficiencies to standard practices.

When you find out that an Eagle Look team is visiting your installation, don't be alarmed. AFIA inspectors are interested in the big-picture aspect of the program being reviewed, not in "writing up" your unit or installation.

Remember, an Eagle Look is an opportunity for those in the field to provide input to make a positive difference in the way the Air Force conducts business.

Through its Eagle Looks, AFIA lives up to its mission statement: *Dedicated to Improving the Air Force.*

For more information about the Air Force Inspection Agency or Eagle Looks or to submit a review topic, e-mail HQAFA@kafb.saia.af.mil. ♦



TIG Bits

Lessons, best practices from the field



Munitions maps go to another dimension

Kadena AB's 718th Civil Engineer Squadron's Engineering Technology Section teamed with the Naval Facilities Engineering Service Center to develop an automated two-dimensional explosive safety siting application using geospatial information system (GIS) software.

The application automates the process of explosive safety siting and takes into account factors such as environment, terrain and topography.

The Department of Defense is so convinced of the value of the application that it funded an additional \$400,000. This will further the development of a 3-D siting model at the Japan base and help standardize the application for all Department of Defense organizations.

The application will also have the capability to look at siting requirements from a 3-D perspective, allowing the base to maximize new storage capacity. The GIS application will also incorporate an existing database into the spatial map, allowing munitions controllers to click on a building on the map to determine what munitions are stored.

Re-accomplishing the entire explosive site plan used to take four to five months. Now, the GIS application can calculate the topography of more than 360 potential explosives sites in the munitions storage area and accurately map it in less than two hours.

Capt. John Thomas
john.thomas@kadena.af.mil
DSN 634-1147

Luke ER uses network for rapid referrals

Emergency room personnel at Luke AFB, Ariz., have created a Microsoft Access database which sorts hospitals in the Phoenix area by specific specialty care, intensity level and proximity to the base.

Should a contingency arise, the ER staff can immediately determine which local hospital can best pick up the slack should Luke be overwhelmed.

The database enables the fastest possible referral of critically injured patients to the closest appropriate facility, potentially saving lives while maximizing use of specialized capabilities both at the 56th Medical Group and local hospitals.



The program makes the most of an easy-to-use format that can be applied by any medical group.

Master Sgt. Douglas Hamre
douglas.hamre@luke.af.mil
DSN 896-7506

Maintenance no sweat at Ellsworth



Ellsworth AFB, S.D.'s Bellamy Fitness Center staff developed a comprehensive maintenance schedule for their fitness equipment.

The schedule accounts for the maintenance of more than 100 types of equipment and includes weekly checklists which incorporate log sheets, time and cost indicators, maintenance performed and an on-hand parts inventory.

A standardized maintenance schedule for all equipment maintained by the center increases equipment life cycle and helps the center manager budget for maintenance or replacement.

Mr. Raymond Smejkal
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The emphasis on the Total Force continues to produce an integrated force of active-duty members, reservists and guardsmen.

Whether fixing an airplane in the United States or guarding an air base in the Middle East, it's hard to tell them apart.

But ask anyone who serves in Air Force Reserve Command and you'll learn there *are* differences — differences that become more important as reservists take part in more missions.

A few examples:

- Reservists can serve in any of three basic ways: 1) in inactive duty training status (IDT), whether individual training or unit training 2) on annual tour status and 3) in manday status. Reservists may earn pay or accrue credit for retirement when serving in one of these statuses.
- Unit reservists are required by law to serve a minimum of 38 days per year. Any service more than this is voluntary.

The main way reservists volunteer to serve more than the minimum is through “mandays,” or authorizations for extra active duty.

On average, Reserve aircrew members volunteered to serve 71 days more than the minimum last year. Reservists in mission support career fields volunteered to serve 19 days more than required.

- Individual mobilization augmentees are usually assigned to active-duty units. This makes IMAs a visible presence in many active-duty wings. In addition, active-duty commanders write performance reports on IMAs.

IMAs are normally required to serve 24 days per year. They usually train during the week instead of on weekends because their active duty supervisors aren't always available on weekends.

- Not all reservists are part-timers. There are more than 10,000 full-time reservists.

There are two types of full-time reservists:

1. Air reserve technicians. ARTs wear two hats. Most of the time they are in civil service status but they also occupy the same position in their Reserve unit as reservists. When ARTs perform active- or inactive-duty training they are required to wear the uniform. ARTs provide continuity for Reserve units in key areas such as operations, logistics, finance and other support functions.
2. Reservists who serve on Active Guard Reserve tours. AGRs receive the same pay and allowances as active-duty members, but for limited terms, usually four years. AGRs support missions requiring continuous active-duty status, such as functional check flight pilots and those working in the Pentagon.

No matter what status they're in, reservists can be found serving around the world. In fiscal 1999, Air Force reservists served in more than 50 contingency operations and 40 major exercises.

Membership in the Air Force Reserve is challenging and rewarding for the 72,000 men and women who have chosen to “re-serve” their country. ♦

AFI

Under a ma of th

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RC 101

Understanding Major Component of the Total Force

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Civil Air Patrol

The Air Force Auxiliary

Where imagination takes *flight*

The Civil Air Patrol, nationally headquartered at Maxwell AFB, Ala., is a civilian, nonprofit organization consisting of more than 60,000 unpaid volunteers.

Founded six days before Japan attacked Pearl Harbor, CAP's principal purpose was to allow private pilots and aviation enthusiasts to use their light aircraft and flying skills in civil defense efforts.

In 1946, the organization became a permanent peacetime institution when President Harry S. Truman signed a law granting CAP a national charter.

One year after the Air Force became an independent service, CAP was designated as the Air Force Auxiliary. Its missions: aerospace education, cadet training and emergency services.

Aerospace Education

CAP's aerospace education program showcases the important role aviation plays in the future and stimulates public interest in aerospace activities. The program is focused on educating the internal CAP audience and the general public.

The internal program is aimed at profes-



sional development for its members and ensuring that all CAP members have an appreciation of aerospace issues. The external program is conducted through the nation's education system.

Each year CAP's aerospace educational program prepares approximately 7,000 teachers to teach aerospace-related subjects in their classrooms through workshops at 150 colleges and universities around the country.

The organization also develops curriculums and publishes aerospace educational materials, distributing more than 20,000 pieces of free education materials for use in the nation's schools.

Cadet Training

The cadet program inspires the country's youth to become leaders and good citizens through their interest in aerospace.

The program is open to U.S. citizens and legal residents of the United States, its territories and possessions. Candidates for the program must be



13 to 18 years of age, or have satisfactorily completed the sixth grade.

The cadet program revolves around the five pillars: leadership skills, aerospace education, physical training, planned activities and moral leadership.

Cadets participate in many activities, from air search and rescue to drill and ceremonies to pararescue orientation, sports and Air Force pilot and space programs.

All the activities help build leadership skills and provide significant value to the future of the Air Force, not only in creating an awareness but, more importantly, in instilling core values and basic military knowledge.

The cadet program offers the cadets who earn the General Billy Mitchell Award the chance to enlist in the Air Force at a higher grade. Those who don't enlist can receive preference when applying for Air Force commissioning or entry into the Air Force Academy. As CAP cadets, they

comprise approximately 10 percent of the student population at the academy.

Emergency Services

CAP provides emergency services, including air search and rescue, disaster relief, civil defense, light transport, communications support, low-altitude route surveys, damage assessment, counterdrug operations, drug demand reduction, live organ transport, orientation flights for the Air Force Reserve Officer Training Corps, a professional chaplain service and an Air Force presence in communities with no Air Force presence.

In times of fiscal and manpower constraints, CAP is prepared to provide much-needed support to the Air Force with an all-volunteer civilian force. ♦

CAP members ...

... fly 80 percent of the search and rescue mission hours directed by the Air Force Rescue and Coordination Center at Langley AFB, Va.

... have flown 12,737 missions, 135,638 training and actual hours and saved almost 500 lives in the last five years.

... account for 5,000 volunteers trained to participate in counterdrug operations.

... deserve credit for eradicating over \$2 billion worth of illegal drugs. The credit comes from U.S. Customs, the U.S. Drug Enforcement Administration and the Coast Guard.

— *Information contributed by the Civil Air Patrol*

**Visit CAP on
the worldwide web
www.caphq.gov
or call
1-800-FLY-2338**



EET

*If you're lucky enough
to be assigned
to an exercise evaluation team,
take full advantage
of the opportunity
to improve your wing*

Lt. Col. Ross Gobel HQ AFIA/CV gobelr@kafb.saia.af.mil DSN 246-0605

Experience on a wing exercise evaluation team is always a plus, no matter how unfamiliar it might feel at first. That's because you're contributing to your wing in an authoritative way.

You probably felt a little unsteady when you first found yourself on an EET. After all, what training and resources could you turn to?

It's true that EETs fall into something of a black hole when it comes to Air Force doctrine and instructions; there aren't any. But plenty of other sources fill the void.

Good basic sources of information are:

- Your major command's AFI supplements. This will likely be your best source for detailed inspection criteria guidance.
- Your major command's inspector general military-only web site, where you're likely to find individual functional area inspection checklists.
- The Airmen's Manual (AFM 10-100).

The hardest parts of EET duty are understanding the criteria you are to use during your quarterly operational readiness exercises and

how to write up the results.

First, understand your role in the MSEL (master scenario event list). The MSEL outlines every task your wing should be testing during the year. This involves understanding how the scenario intelligence build-up messages and other key inputs set the stage for the wing's ORE.

Remember: A scenario doesn't have to be based strictly on an operations plan. It can also be based on a realistic interpretation of a concept plan or a humanitarian exercise.

Your best guide is to watch what your MAJCOM IG team is using as

While you're at it — teach!



Training can be an aspect of evaluating.

EET members should see exercises as opportunities to teach — to impart their knowledge and show how to solve potential problems.

EET members are selected for their expertise, experience and ability. They may be chartered to evaluate, but an exercise is also an opportunity to let others pick their brains.

EET members can pro-

vide “on-the-spot training.”

An old charter of the Air Combat Command IG Team goes like this: “We are here to *Educate*, *Motivate*, but we have to independently *Evaluate*.”

The idea is to improve the Air Force, not just to find out what needs fixing.

— *Based on a contribution by Senior Master Sgt. (retired) Barry Nantz*

its model.

Ensure clear guidance is available for the ORE scenarios.

Next, decide which MSEL tasks — the ones you need to test — should go into which OREs. (*Warning:* Require justifications if a unit wants to simulate an event or task. If they don't want to do it for real, find out why.) Look at results from the last similar ORE as a starting point for scenario inputs and development. What went badly should be discussed beforehand so you don't repeat the same mistakes.

During the ORE, don't worry about grading. Instead, concentrate on identifying the key wing problem areas. The essential tasks are to clearly identify problems and have the squadron commanders report follow-up actions. In general, OREs test deployment, major accident response, the ability to survive and operate (ATSO), and sortie generation-employment. So, stress maximum realism, consistent with safety, security and financial concerns.

Your first ORE as an EET member can be intimidating, but it doesn't have to be complex or confusing. Simply ask yourself what the unit needs to show you. Is it mainly com-

pliance? Is it results? Or is it quality assurance?

Next, concentrate on the basics:

- **Deployment:** It's about pallets, personnel and chalk times. Accurate deployable equipment lists are the key. Remember: hazardous cargo is the biggest pallet frustrator.
- **Mass casualty:** Stress self-aid and buddy care; they apply, no matter where in the world you serve.
- **Command and control:** Timely and accurate information is a wing's lifeblood, so make sure you know what to look for. Write down when the information is received and passed up and down the chain.
- **Tech data:** It exists for a reason, so write-up the general level of tech data compliance.
- **ATSO:** Think big picture. Watch for overall unit responsiveness, not individual details. And remember safety — not everyone knows the safe distances with pyrotechnics.
- **Management:** Look for written goals, actionable objectives, workable checklists and some form of measurement of results.

When writing up ORE results:

- Ensure they mirror your MAJCOM writing guide.

• Don't expect the first draft to be a masterpiece. EET members must be experienced in their specialties, but not everyone will write with as much clarity and precision as they would in their regular duties. Since EET

is an additional duty, many team members won't be as familiar with their MAJCOM IG's writing guidelines. • Clearly state what is a finding, what is an observation.

• Do a verbal outbrief on minor items. Stress that only key elements of the MAJCOM criteria are “findings material.” Everything else is really administrative.

Don't be afraid to serve on an EET. Take advantage of your position to take your own “top down” approach to improving your wing. ♦

You are not alone

- You and around 6,000 Air Force members are on EETs.
- 60 - 150 people serve on the average wing EET team.
- Typically, team members are spread over 20 squadrons.

IG PROFILES: 2 from AMC



Maj. Janon D. (J.D.) Ellis

Duty Title: Chief, Tactical Air Mobility Operations Inspections

Organization: Headquarters Air Mobility Command, Scott AFB, Ill.

Air Force Specialty: C-130 Navigator

Years in IG Arena: 1 1/2

Veteran of: Four operational readiness inspections, two expeditionary operational readiness

inspections, two nuclear surety inspections and one single integrated operational plan inspection.

Job Description: Supervises a diverse team of AMC operational inspectors. Chief operations planner and inspector for AMC EORIs and NSIs of active-duty, Air National Guard and Air Force Reserve units that perform air refueling, strategic and tactical airlift, and aeromedical missions. Evaluates senior leadership management of nuclear surety programs. Team expert on crisis action team and wing operations center. C-130 airland, airdrop and tactics expert.

Hometown: Miami.

Years in Air Force: 13

Volunteer Work: Deputy commander of cadets for the local Civil Air Patrol squadron. Sunday school teacher for junior-high aged children. Serves as secretary of the local chapter of the Airlift-Tanker Association and vice president for membership for the local chapter of the Air Force Association.

Senior Master Sgt.

Ricky C. Gehris

Duty Title: Superintendent, Nuclear Surety and Airlift Policy/Process Branch

Organization: Headquarters Air Mobility Command, Scott AFB, Ill.

Air Force Specialty: C-130 Loadmaster

Years in IG Arena: 2

Veteran of: Three NSIs, five ORIs and one en route readiness inspection.

Job Description: Inspects flight and administrative capabilities of AMC and AMC-gained units to accomplish wartime missions. Performs NSIs, EORIs and en route readiness inspections.

Hometown: Reading, Pa.

Years in Air Force: 23



Volunteer Work: Actively involved with Scott AFB Top 3, chairman of the Senior NCO Induction Ceremony and the annual Top 3 Golf Tournament. Volunteers time supporting the Airman's Attic and briefs newly assigned airmen at the Scott AFB First Term Airmen Training Center.

Flynn, Leaf Awards

The top teams and individuals in the Air Force inspection arena have been announced by Lt. Gen. Nicholas B. Kehoe, The Inspector General.

The awards are named for two former Inspectors General of the Air Force, Lt. Gen. (retired) Howard W. Leaf and the late Lt. Gen. John P. Flynn. Leaf served as Air Force IG in the late '70s and early '80s, succeeding Flynn, who had the helm from '76 - '78.



Gen. Lloyd "Fig" Newton, AETC commander, presents the Flynn to the 82nd TRW's (left to right) Senior Master Sgt. Rick Friend, Col. Rob May and Brig. Gen. Kris Cook.

The Winners

Flynn Award

◆ 82nd Training Wing IG, Sheppard AFB, Texas, at the wing/installation level.

◆ Air Mobility Command IG Inquiries and Complaints Division, Scott AFB, Ill., in the category for major command, numbered air force, field operating agencies and direct reporting units.

Leaf Award

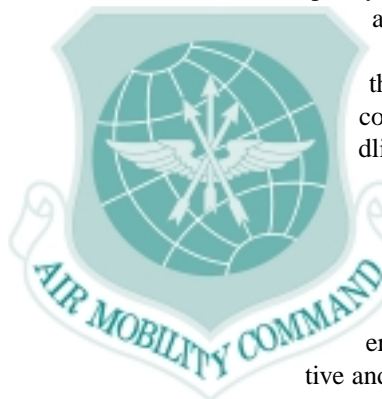
◆ Senior Master Sgt. Britton W. Ellis, United States Air Forces in Europe IG Division, Ramstein AB, Germany (now assigned to the Air Force Combat Munitions Center, Beale AFB, Calif.).

◆ Maj. Mary C. Price, Air Force Materiel Command IG Division, Wright-Patterson AFB, Ohio.

Flynn Winners

AMC/IGQ

AMC/IGQ had plenty of work to do last year, and they did it all. They were involved in more than 1,000 inquiries and complaints in AMC (handling more than 150 themselves) and about a dozen Congressional inquiries. That didn't keep them from rebuilding the AMC commanders' program into a proactive and responsive IG system.



How They Won

82nd TRW/IG

- Practiced what it preached, earning the highest rating possible for the third straight time on an operational readiness inspection conducted by Air Education and Training Command.
- Handled all the arrangements for the ORI at Sheppard, the largest (170 personnel) and longest (three weeks) ORI in AETC
- Recouped more than \$1 million in travel entitlements.

AMC/IG

- Closed out 91 percent of the cases they investigated.
- Reviewed key documents affecting changes in Air Force policies and procedures.
- Supported ACTS, the Automated Case Tracking System.

82nd TRW/IG

Yes, this is "deja vu all over again." The 82nd IG won the first Flynn Award last year, thanks to teamwork. This time, it was living up to their own high standards that gave them another claim to the honor.

Leaf Awards

Ellis

His superiors describe Ellis as the "premier munitions maintenance and weapons safety inspector in USAFE." He knows a lot about everything: explosive site planning, explosive safety, plus a variety of logistics disciplines.



Price

Officials call Price "the most knowledgeable communications expert" in AFMC. She's part of a team that inspects nearly 100,000 people who manage 60 percent of the Air Force budget.



TIG Bird

C-9 Nightingale

Of all the aircraft in the active inventory, this one's arguably the most unique. This modified DC-9 is the Air Force's only aircraft specifically designed for the movement of patients.

There's much more to be said about the C-9. To find out how much more, hop on the web and go to:



www.af.mil/news/factsheets/C_9A_C_Nightingale.html



NOTAM: EAF UPDATE

FROM BACK COVER

engineering and contracting, noticed major changes starting with the deployment of AEFs 5 and 6 in March.

AEFs 5 and 6 are the first to deploy expeditionary combat support specialties as teams grouped by unit type codes (UTCs). This offers significant benefits over deploying as individuals. First, deploying by UTC lets people train and deploy as a team. Each deployable airman is assigned to one UTC team, and each UTC team is assigned to one AEF. This means airmen will know which AEF they are in, who they will deploy with and when their AEF rotation is scheduled, giving them the same stability and predictability I mentioned earlier.

Additionally, airmen will benefit from deploying with team members from their home station — preparing together, deploying together and then bringing their shared experiences back to the home base as a team. There will still be cases where airmen are deployed individually, but we are working to minimize those occurrences. In fact, 94 percent of support specialties in AEF 5 and 6 deployed as UTC teams. Not bad for our first attempt, and we expect to do even better in future rotations.

Airmen in low-density, high-demand (LD/HD) systems like AWACS, Rivet Joint, JSTARS and CSAR currently benefit the least from the AEF schedule. Because of their limited numbers and constant

need by joint warfighting commanders, LD/HD units aren't currently aligned with AEFs — the demand for their services is simply too great. But by showing the impact of their high OPTEMPO and building a more firm LD/HD schedule, we have been able to reduce demand for these assets — and today we have the smallest number of airmen deployed since 1993. We are also seriously looking at the numbers of LD/HD assets to determine where we need to procure more aircraft and increase crew ratios. In the future, I want all LD/HD assets to be an organic part of the AEFs. These personnel



need the same predictability and stability that the AEF schedule gives other airmen. We're working hard toward that goal, but it will take time.

The AEF schedule also impacts our mobility forces. Some mobility units are assigned to AEFs to provide expeditionary theater mobility capability and will deploy or be on-call for 90 days every 15 months. A large portion of our mobility force, however, will continue doing what they have done for years — providing the unmatched strategic mobility capability that is so critical to our nation. Because of the high demand

for this capability, strategic mobility units, like LD/HD units, may not notice major changes. But the AEF schedule will yield some additional predictability since units can plan around periods of highest demand when AEFs rotate four times a year.

To this point, I've only discussed airmen who deploy — what about the rest of the Air Force?

About 35 percent of our airmen do not deploy, but they still play a very important role in EAF. For example, strategic deterrence provided by our space and missile forces is the umbrella under which all other Air Force operations occur. And our space forces provide reachback capability for weather, comm, intel, surveillance and reconnaissance. They are absolutely essential to EAF and our ability to rapidly project aerospace power around the world. Other specialties are equally important — research and development, acquisition and training, just to name a few — and although many of their major functions do not

deploy forward, many will serve on expeditionary combat support teams.

Despite a few bumps in the air-space, the Air Force is well on its way to integrating our Total Force into an Expeditionary Aerospace Force — rapidly responsive aerospace forces from the Active, Guard and Reserve, meeting our nation's global commitments. It will take some time to feel the full effect, perhaps several rotations, but we'll get there.

Keep up the great work — America's Air Force is strong because of you. ♦

Special Interest NOTAM

A year and a half ago we launched our effort to become an Expeditionary Aerospace Force (EAF). We've come a long way since then ... but the road to EAF is a continuing journey, so I want to update you on where we stand.

The Air Force must be able to rapidly deploy powerful aerospace forces anywhere on the globe. To meet this challenge, we divided deployable Air Force personnel and assets from Active, Guard and Reserve units into 10 aerospace expeditionary forces (AEFs) and two crisis-response aerospace expeditionary wings (AEWs).

Each AEF is scheduled to deploy, or be on call, for one 90-day period every 15 months. The AEWs will rotate on-call status every 90 days, ensuring one AEW is always ready to respond to pop-up contingencies. When not deployed or on-call, AEFs and AEWs will remain mostly at home station, focusing on training for their next deployment or on-call window. Additionally, we created five mobility lead wings, one for each AEF rotation period, to respond to humanitarian crises around the globe.

We started executing the AEF schedule Oct. 1 and AEFs 1 through 4 have already deployed and returned home. AEFs 5 and 6 are currently engaged, and the AEW at Seymour-Johnson AFB and the expeditionary base leadership wings at Davis-Monthan, Shaw and McConnell AFBs are on call for crisis response.

Rotations have gone well so far, but we've had our share of challenges. We'll continue to learn from our deployments and get better in the future.

The impact of the AEF schedule varies, depending on the deploying airman's specialty. Airmen in fighter and bomber units who normally deploy with their squadrons may not have noticed major changes initially, and this was expected. Just as in the past, they deploy as a squadron when tasked.

The major benefit for these airmen will be the stability and predictability in knowing their future deployment schedule, which hasn't always been the case. In fact, personnel who have just returned from AEFs 1 through 4 deployments should already know their on-call or deployment dates next year and



Gen. Michael Ryan
Air Force Chief of Staff

should be able to plan personal and professional events around those dates.

Our Guard and Reserve airmen also benefit from the AEF schedule. Since they are aligned with AEFs just like their active counterparts, they too will know their deployment schedule well in advance. This enables them to coordinate earlier with their employers to smoothly transition from their civilian jobs to their deployment and back home again.

Airmen in support specialties who previously deployed as individuals, such as security forces, civil

Continued on Previous Page.



Just as with the uniform, the new Air Force symbol comes with a few rules attached to ensure that it makes the best impression and has the most impact.

For example, "U. S. Air Force" must remain as is. The type must not be stretched or distorted, and it must remain below the symbol.

For more on proper use of the symbol in print, on plaques and even in slide presentations, hop onto the worldwide web, www.af.mil/airforcestory, to get to *The U.S. Air Force Symbol — Guidelines for Use*.